

external trends in your operating environment. You can identify more information through organizational analysis that involves examining internal factors that are affecting or could affect the workforce.

Using data from your supply analysis, this step will guide you to forecasting your workforce demands. You may wish to consider the following items.

ENVIRONMENTAL FACTORS

Identify internal and external environmental factors that will impact decisions such as legislative changes, agency initiatives, budget trends and patterns, etc.

DEMOGRAPHICS

Identify significant demographic issues such as the aging population, high turnover, disengaged workers, etc., that are likely to influence the demand placed on the agency.

TECHNOLOGY

Investigate how technology can and will be used to enhance service provision (for example, BEACON).

Identify jobs that will be affected by technological enhancements.

Determine whether any changes in technology will affect the number of employees needed to do the work or the types of skills needed.

ECONOMICS

Consider economic factors that have particular relevance to the agency and its provision of programs and services.

LABOR MARKET

Identify relevant labor trends to determine anticipated occupational shortages.

To conclude this step, you should have a strong forecast of your human capital requirements for your planned period of time that includes:

- Anticipated work to be accomplished in terms of volume, duration and location
- Anticipated number of workers needed
- Anticipated skills or competencies